

PMI Sweden Mentoring Handbook

Version 5.0

By The PMI Sweden Mentorship Program Team.

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1. Introduction

1.1. Background

The Program started in 2018 with the purpose of improving the project management skills of PMI Sweden Members. The program is leveraged on the work previously performed by other Chapters.

1.2. The Scope of the Program

The Mentoring Team's role is to connect suitable mentors and mentees, support the initial engagement and provide ongoing support as needed.

While the program focuses on:

- Fostering knowledge sharing across industries and organisations through networking.
- Enabling a culture of personal and professional growth within the chapter.
- Creating value to the members of PMI Sweden Chapter.
- Facilitating skill development opportunities through the mentor-mentee relationship.

Our Mentoring Program will not cover job seeking opportunities.

Definitions of mentoring

"Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be." Eric Parsloe, the Oxford School of Coaching & Mentoring

"The People Capability Maturity Model defines it as 'The process of using experienced members of the organisation to provide personal support and guidance to less experienced members of the staff' (Curtis, Hefley & Miller 1995 p17)" Levin (2011)

1.3. More information on Mentoring

Please visit our webpage at PMI-se on the following address for additional material:
<https://www.pmi-se.org/Kompetens-Projektledning/Mentorskap>

2. What is Mentoring?

Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers. It is a partnership between two people (Mentor and Mentee) normally working in a similar field or sharing similar experiences. It is a helpful relationship based upon mutual trust and respect.

A Mentor should guide the Mentee to believe in themselves and boost their confidence. A Mentor should ask questions and challenge the thinking of the Mentee, while providing guidance and encouragement. Mentoring allows the Mentee to explore new ideas in confidence.

Mentoring should be:	Mentoring should not be:
<ul style="list-style-type: none">• An ongoing relationship for learning and development• Guiding someone towards their goals, as well as inspiring and supporting• Mutual sharing of experiences and opinions towards agreed outcomes• Flexible and at times even informal	<ul style="list-style-type: none">• An opportunity to correct someone's behaviours or actions• Directing someone to meet goals• Being the expert with all the answers• About trying to address personal issues

2.1. Timeframe

PMI Sweden Chapter recommends setting an expectation of the Mentoring relationship lasting a period of 4 months.

2.2. Level of formality

The Mentor and Mentee shape the nature of the relationship together. Some Mentoring partnerships are more informal, taking place as and when the Mentee needs advice, guidance and support. Other relationships are more structured where there are set times for meeting for a predetermined period of time. PMI Sweden Chapter recommends that there is a formal agreement about how the relationship will be structured, at the start of the relationship and both parties regularly review how well the relationship is working.

2.3. Relative levels of experience

This Mentoring Program expects the Mentor to be more experienced than the Mentee to pass on specific advice and examples from their own experience. It is designed to provide Chapter members with access to a Mentor, an experienced professional who can help them improve their professional skills in the project, program and portfolio management disciplines, according to their needs. However, there may be aspects where the Mentee has more experience.

2.4. Goals of the Program

The goals of the PMI Sweden Mentoring Program are to:

- Contribute to the individual growth of our Chapter members (both mentors and mentees).
- Allow Chapter members to develop their professional skills in project, program, and portfolio management.

- Provide Chapter members with the opportunity to build their networks and improve their networking and communication skills.
- Enhance the reputation of the PMI Sweden Chapter by providing a valuable service to its members.
- To help create a culture of learning within PMI Sweden.

The key performance indicators will be:

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- The number of successful pairings that reach 4 months ongoing relationship or the mentee's goal is satisfied.
- Mentor and mentee satisfaction ratings as provided by the surveys at the end of each mentorship relationship.
- The mentoring team and PMI Sweden Board's assessment of the value that the Program delivers.
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2.5. Benefits of Mentoring

There are benefits for all involved.

<p>Some mentee benefits:</p> <ul style="list-style-type: none"> ● Having someone independent to talk openly too. ● Gain a wider perspective on one's career and immediate tasks. ● Time to reflect and be supported in that reflection for opening up new ways of thinking. ● Access to knowledge and experience from another professional. ● Development of soft skills such as ability to lead, cope with difficult situations, solve complex problems, etc. 	<p>Some mentor benefits:</p> <ul style="list-style-type: none"> ● Practise interpersonal skills. ● Realising one's own skills. ● Satisfaction from contributing to the success of others. ● Learning to adjust one's knowledge to new situations, especially if the mentee is in another line of business. ● Gaining more experience in Mentoring and in leadership skills. ● Potential satisfaction from contributing to the culture around project management.
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Following are some of the benefits to PMI Sweden chapter:

- A service offering for members' development
- Member satisfaction
- An incentive for joining PMI Sweden Chapter
- Networking and knowledge sharing within our organisation

It is also anticipated that members' organisations will benefit from the development of their employees: specifically, the general project manager skills of mentees and the leadership skills of mentors.

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2.6. Mentoring Program Approach

- The Mentorship Program focuses on creating a digital platform that will facilitate the matching processes of the participants, where they can register, search and connect with each other.
- The Mentorship Program will also organise some events to foster knowledge sharing within PMI Sweden Chapter and support the participants when needed in their matching and Mentoring experience.
- The program will collect learning outcomes and feedback to co-create the best practices for future improvement of the program.
- And improve our marketing strategy to create more traction among our new and existing members with the purpose of creating more value to the chapter members.

2.7. The Mentoring Program Team

The mentoring program team is based on volunteers' work. The volunteers make sure that the program is running smoothly throughout the whole period. Furthermore, they represent the direct contact in case of questions/issues arise during the program. We strongly encourage mentors and mentees to contact the team in case of problems or questions that might impair the smoothness of the program.

2.8. Our responsibilities

- The Mentoring team is the first contact point for any issues arising with the programme.
- The effectiveness of the Mentorship Program will be regularly assessed which means there can be a survey to collect feedback in order to improve the Mentoring program

3. Process



The key steps on the mentoring life cycle are:

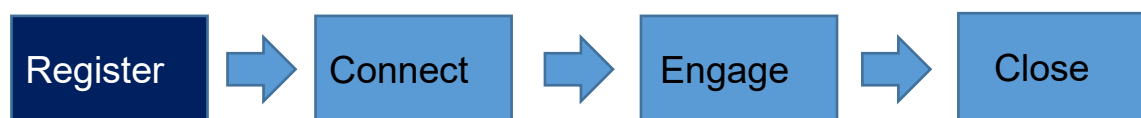
1. **Register** - current members of the PMI Sweden Chapter **can update their profiles and register their interest in Mentoring.**
2. **Connect** – the Mentoring Team will facilitate and support the matching of the applicants but leave the initiating and the matching to the participants. How this is done depends on what process the team has chosen.

3. **Engage**–

The Mentor and mentee will meet and work together on their mutual learning journey. We recommend creating an agreement to how you want the relationship to work and specify the goals. And if required, update the goals as they can evolve during the tenure of the mentorship.

Close – This is the conclusion of the mentorship tenure. It is not uncommon that the mentor and mentee continue to carry on their relationship beyond this point, giving the impact they create mutually through our mentorship program. There are also situations where the relationship ends early. Regardless, a final formal evaluation will be done by the mentors and the mentees at the conclusion of the program for the Mentorship team to understand the lessons learned and best practices and to use these to improve the program for future participants.

4. Register



4.1. Registration process

Sign-up: On the PMI Sweden webpage, from this link: <https://www.pmi-se.org/Kompetens-Projektledning/Mentorskap>, follow the instructions to sign up for the Mentorship program. You can choose if you are looking for a mentor and or mentee before signing up.

Profile registration: The applicants must update their profile with required information to facilitate a matching. See appendix.

Mentoring matching tends to be more successful when the Mentor and Mentee profiles are well captured - please take the time to consider and write what is important to you.

4.2. What makes a suitable Mentor

The Mentor's role is to provide support and guidance to Mentees, providing the Mentee with development opportunities based on agreed objectives.

- Should be a project or programme manager or similar, with management experience to share.
- Must be a current member of the PMI Sweden Chapter
- Should be a successful professional with the right attitude, willing to share knowledge with the Mentees.
- Please note that this is an unpaid, volunteering role.

4.3. What makes a suitable Mentee

The Mentee's role is to ensure that the Program is used as an opportunity for personal development, based on agreed objectives. The most suitable Mentor required to achieve that goal is not necessarily someone more senior.

- Mentees have the duty to specify their expectations, needs and goals they want to achieve during the mentoring program. This will facilitate the mentors' role and will contribute to a successful mentor-mentee relationship
- Must be a current member of the PMI Sweden Chapter

4.4. Behaviour

Mentors and Mentees must abide by the [PMI Code of Conduct](#).

5. Connect Mentor and Mentee



5.1. Connect (matching) process

- The Matching is done by updating your profile at PMI-se.org with the information that you're looking for a Mentor or a Mentee. It is also important to provide enough information about your experiences and interests. See appendix.
- Then in Contacts you can search for others who have done similar updates to their profiles, read about them and initiate contact.
- Once you have found one or several matches you send an email to mentorskap@pmi-se.org to get your matching registered in the program.

It is recommended that the Mentors and Mentees think in advance of what they want out of the mentorship as well as what they bring into the mentorship. This will help finding a good match and set a common goal.

6. Engage

Mentor and Mentee will meet and work together on their mutual learning journey. If required, refine the goals of the Mentoring relationship as necessary.



6.1. Responsibilities of the Mentor

- Follow the agreement between the mentor and the mentee.
- Securing the needed time and ability to support the mentee.
- Prior to each meeting with the mentee, the mentor is expected to work on the topic agreed for that meeting. The mentor has to prepare at every meeting to deliver knowledge and information that the mentee asked for.
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- Participate in the events Mentoring team organises mentioned under 8.7.
- Send in required documents and evaluations mentioned under 8.7.
- To communicate with the Mentee, or Mentoring team, if at any time they feel that the relationship is running into trouble.

6.2. Responsibilities of the Mentee

- Follow the agreement between the mentor and the mentee.
- Securing the needed time and ability for mentoring.
- Ask for advice and information you would like the mentor to help you with during the next session (this will help to define expectations and will help the mentor to prepare)
- Summarise the learnings that you have gained from the session and the actions agreed. Develop and agree on personal objectives.
- Participate in the events Mentoring team organises mentioned under 8.7.
- Send in required documents and evaluations mentioned under 8.7.
- To communicate with the Mentor, or Mentoring team, if at any time they feel that the relationship is running into trouble

6.3. Mentoring Meeting Record

To build on the discussion and keep the relationship going, it is useful to agree in advance who will be responsible for record keeping and logistics. Mentors and Mentees are encouraged to discuss and agree on the level of formality they will apply to the record keeping for their Mentoring sessions.

6.4. Support from the Mentoring Team

If all goes well, you should be able to structure and manage the regular sessions between the Mentor and Mentee without any help. However, if you need support, please contact us as we have experience in helping participants to get the most out of the mentoring experience and we are here to help you.

7. Close

Feedback Phase and the end of the Mentoring relationship.



A final formal evaluation should be completed, including lessons learned, and sent to the Mentoring team.

7.1. Responsibilities of the Mentor

- Be clear about the ending, if you expect to continue to talk to the Mentee that's great but ensure there is clarity about your expectations going forwards.
- If appropriate, provide feedback on your experience and areas of focus for the Mentee in the future.
- Update your details in your profile so that we know if you are looking for a new Mentee and, enlightened by the last experience, what you are looking for.
- Responsible for sending in a formal evaluation including lessons learned to the Mentoring team by filling out a form.

7.2. Responsibilities of the Mentee

- Summarise the learnings that you have gained from the experience.
- Thank the Mentor for their time and, if it seems appropriate, give feedback on what they did well and what might have been done differently.
- Update your details in your profile so that we know if you are looking for a new Mentor and, enlightened by the last experience, what you are looking for.
- Responsible for sending in a formal evaluation including lessons learned to the Mentoring team by filling out a form.

8. Hints and Tips for Success

8.1. Be organised

- A set of meeting rules and code of conduct should be agreed upon and followed.
- Regular structured interactions should be organised.
- Appropriate demeanour and atmosphere should be maintained among the Mentor and the Mentee relationship.
- Mentors and Mentees should be aware of their roles & responsibilities.
- The Mentee should keep notes on meetings and be prepared to review the notes prior to the next meeting. Set goals & actions. Review your action items. This is the starting point for the learning cycle.
- Mentees should take the initiative to propose the agenda and discussion topics.
- Mentors must be willing to commit the time and energy to provide support for their Mentee. A clear understanding of the Mentoring process will go a long way towards achieving success. Need to maintain honest and open communication to ensure positive outcomes.
- Meetings should be conducted at scheduled times.
- Remember that there are multiple ways to reach goals. The Mentor should support the Mentee to the best of their ability, but success or failure is primarily the Mentee's responsibility.
- Be aware of the goals of the Mentoring relationship. If it appears that the focus of the sessions is drifting away from the agreed goals, it should be raised and the goals should be adjusted as needed.
- The Mentor should challenge the Mentee to develop a plan of success and offer to provide feedback to improve the plan.
- The Mentor should help the Mentee create a foundation of resources and support, in addition to your Mentoring relationship.
- The mentor and the mentee, in their process of natural communication should consider alternatives.
- The industries and the organisations the Mentors and Mentees belong to at a professional level can affect the above practices. So the difference in 'organisational culture' represented by the Mentor and Mentee should be kept in mind. Such differences in culture can be a healthy challenge for the Mentor.



8.2. Manage the time

- Both parties must commit sufficient time to the Mentoring sessions.
- The Mentor and the Mentee must respect each other's time, therefore avoid postponing or cancelling the meetings.
- Regular communication should take place between Mentor and Mentee.
- Setting a time frame for the Mentoring relationship up front helps to know when to say goodbye and to transition out of the Mentoring.



8.3. Develop Trust

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- Sufficient time should be allocated for the building of rapport to ensure the relationship gets off to a good start. Consideration should be given that cultural differences should not create any barrier in building trust and openness.
- Goals, responsibilities and expectations should be discussed and agreed upon.
- There should be a strong trust relationship, where confidentiality is maintained. This will help the relationship to be honest and upfront.
- The Mentor should not have a supervisory role with Mentee and no other conflict of interest.
- Mentor and Mentee should be able to cancel the relationship without blame being assigned.
- The Mentor's role is to listen, ask probing questions and give constructive feedback. This is an action learning program for the Mentee, so while it is tempting to jump in and tell them what they should do, it is a far better learning experience for the Mentee if they can get there themselves.
- Independence in learning and discussion should be encouraged by the Mentor.
- The Mentor should consistently role model successful behaviours, or 'walk the talk', as Mentees learn just as much from your actions as from your advice.
- The Mentor should seek every opportunity to offer support, praise or encouragement, and unconditionally affirm your Mentee as a person of great value.
- The Mentor should actively listen, reflect feelings and clarify alternatives when the Mentee has concerns or difficulties.
- The Mentee should not ask the Mentor to do the work for them.
- The Mentee should not hesitate to notify the Mentor of any of his concerns, problems and questions.



8.4. Make the best use of the opportunity

- The initial meeting is face to face (ideally). The pair can then decide on the best way to conduct subsequent Mentoring sessions.
- The key to Mentoring comes back to good active listening skills. Be fully present, focusing on the Mentee and what they are saying.
- Resist the temptation to solve the Mentee's problems and instead empower Mentees to be independent and help themselves when they encounter a problem.
- Creativity should be nurtured and it is perfectly fine to go out of the comfort zone as long as trust and open communication are maintained so that unrealistic expectations should be discarded.
- Challenging assignments tailored to their abilities should be set for the Mentee.
- The Mentee should assume personal responsibility for their professional growth
- Mentees should consider all ideas from their Mentor and together consider how appropriate they are for their situation.
- The contexts should be understood first before leaping into ideas. Insightful, open-ended questions that help the Mentee to explore the context further can be asked.

- Mentors should be willing to stretch themselves to help and to challenge the Mentees.
- Maintain a positive attitude and outlook – do not complain about your own problems.
- A positive attitude and outlook should be maintained and complaints about personal problems should be avoided.
- Advice should be given when asked.
- Guidelines should be given and conversations should be facilitated in a way so as not to make the Mentee dependent on the Mentor.
- Active listening should be practised by each party.
- Feedback should be constructive.
- The Mentee must practise receiving constructive feedback.
- Be willing to take risks and be open to new ideas
- The Mentor should not be expected to give answers to all the questions.
- The Mentor's solutions should be treated as one of the alternatives as there are more than one way to reach a goal.
- Cultural differences should be taken into consideration, as these can have an effect on the interpretation of the points above and in the dynamics of the relationship and building trust.

8.5. PDU's

Mentors can claim PDUs for Giving Back to the Profession, 1 PDU awarded for 1 hour of volunteer (not compensated) service.

The Mentees can claim PDUs for Informal Learning activities through structured interaction with others, 1 PDU awarded for 1 learning hour.

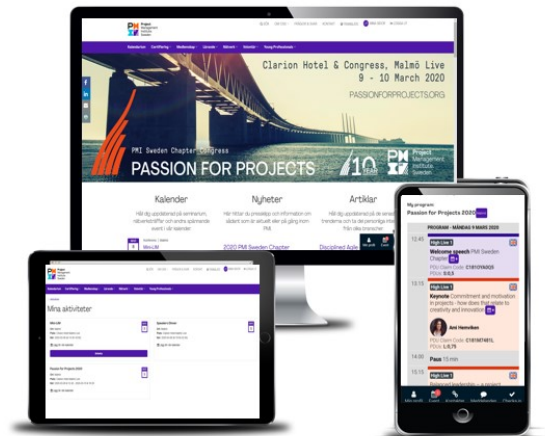
Link to PDU Claim page at PMI.org: <https://ccrs.pmi.org/claim>

Appendix - PMI SE Web App Reference Guide

The PMI SE Web App

We have improved the PMI Sweden Web by adding even more member value to the web, tablet and mobile users.

<https://www.pmi-se.org>



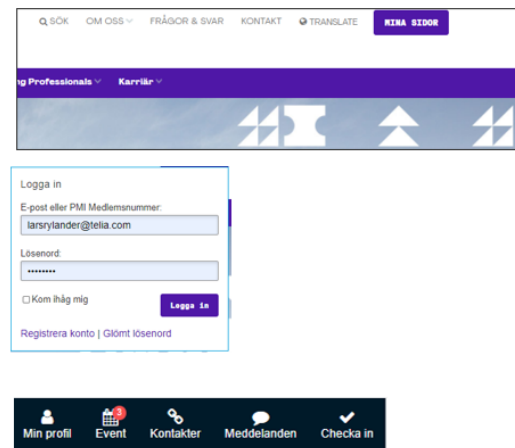
Logging in

Start by logging in to pmi-se.org

To log in click on “Mina sidor”

Enter your email address or PMI membership ID and password and click “Logga in”

When you have successfully logged in, you will see the shortcut menu at the bottom of the screen. Use this menu to navigate to the different functions described in this quick reference.



Updating your Profile

Start by updating your own profile

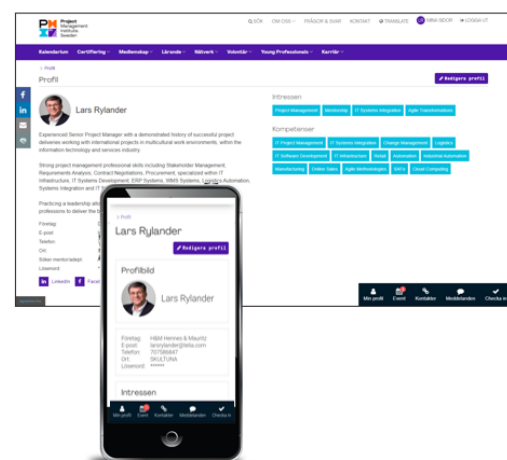
Start using the new functionality by updating your profile, adding contact information and selecting your preferences. Login is required.

Some basic information is inherited from pmi.org and cannot be changed. To updated that, you will need to do that in your profile on <https://www.pmi.org/>

Adding a photo will make your profile look better, more personal and make it easier to find you.

You may also choose what users will be able to see and connect to you.

Password may also be changed here.



Updating your Profile

- Profile presentation
 - You can now provide a short presentation of your self
- Link to your LinkedIn profile
 - If you want to share your LinkedIn profile, please add your public profile URL
- Link to your Facebook profile
 - If you want to share your Facebook profile, please add your public profile URL
- Web site link
 - If you want to share your web page, please add your web site URL
- Are you looking for a mentor or mentee (or both)
 - Select from dropdown list
- Select whom to share the information with

Spara

Save when you are done!

Updating your Profile

- Interests
 - Add interest that you would like to share in your profile
- Competences
 - Add competences that you would like to share in your profile
- Change password
 - Enter your current password
 - Enter your new password
 - Confirm your new password

Click to save your new password

Applying for the Mentorship Program

- Create your application to the program
- The active programs for application will be visible
- Select if you are looking for a mentor, adept (mentee) or both

Fill out your application form

- Filling out your application to the program
- Mark the areas for each of the three sections of the PMI Talent Triangle you are looking to improve or master better as an adept in the mentorship program
- Adepts (mentees) should also provide what you would like to achieve by participating in the PMI Sweden mentorship program. Try to be as specific as possible sharing your aspirations.
- As a mentor you mark the areas of the sections of the PMI Talent Triangle where you can support and assist an adept in improving, sharing you own expertise and experience
- Mentors should also provide what you would be able to provide to support and develop adepts participating in the PMI Sweden mentorship program. Try to be as specific as possible sharing your specific experiences and skills
- Send in the application!

Matching of mentors and mentees

Matching is based on the shared mentee development areas of the sides of the PMI Talent Triangle®, mentee aspirations and mentor knowledge, experiences and skills.

For more detailed information of The PMI Talent Triangle, just click the triangle in the application form!



Find potential matches

On the Contacts page, you are able to search for potential matching mentors or mentees

- By checking the preferred skills and experiences according to the PMI Talent Triangle, the candidates are sorted by relevance, with the most relevant on the top
- You can click on the candidate to read the full profile of the mentor or mentee.
- When you would like to reach out to start a conversation, just click on the messaging button to the right.

The 'Contacts' page features a search bar with fields for Name, Skills, and Interests. Below the search bar, there is a filter dropdown set to 'Mentees looking for mentors'. The main content area displays a grid of skills and business acumen categories, each with a checkbox for selection. The skills listed include Leadership, Active Listening, Communication, Adaptability, Brainstorming, Coaching and Mentoring, Conflict Management, Emotional Intelligence, Influencing, Interpersonal Skills, Negotiation, Problem Solving, and Teamwork. The business acumen categories include Benefits Management and Realization, Business Models and Structures, Competitive Analysis, Customer Relationships and Satisfaction, Industry Domain Knowledge, Legal and Regulatory Compliance, Market Awareness, Function Specific Knowledge, and Strategic Planning, Analysis, Alignment.

The 'Looking for a mentor' section displays two profiles. Anna Isoderström's profile states her goal is 'To be developed as a project manager to be able to become a better enabler for the project members' and lists skills like Agile and Agile-like, Design Thinking, Data Gathering and Modeling, Earned Value Management, Governance, Performance Management, Requirements Management and Traceability, Risk Management, Schedule Management, Scope Management, Time, Budget and Cost Estimation, and business acumen like Benefits Management and Realization, Business Models and Structures, Competitive Analysis, Customer Relationships and Satisfaction, Industry Domain Knowledge, Legal and Regulatory Compliance, Market Awareness, Function Specific Knowledge, and Strategic Planning, Analysis, Alignment. Moomole's profile states her goal is 'To learn from others who have been in this role and to understand the different industry standards' and lists skills like Agile and Agile-like, Design Thinking, Data Gathering and Modeling, Earned Value Management, Governance, Performance Management, Requirements Management and Traceability, Risk Management, Schedule Management, Scope Management, Time, Budget and Cost Estimation, and business acumen like Benefits Management and Realization, Business Models and Structures, Competitive Analysis, Customer Relationships and Satisfaction, Industry Domain Knowledge, Legal and Regulatory Compliance, Market Awareness, Function Specific Knowledge, and Strategic Planning, Analysis, Alignment.

Connecting with mentor or mentee

When you have agreed to enter into a mentorship relation, you should register and acknowledge this in the mentorship platform.

- When you found a suitable candidate, you would like to connect with and you agreed on starting a mentorship relation:
- Open that persons profile and click "Contact request" and select the relationship: "Mentor/Adept" from the drop-down list
- An email will now be sent to the other person to accept or reject your request. They may also reach out to you to discuss if they like to do so in advance of accepting the request

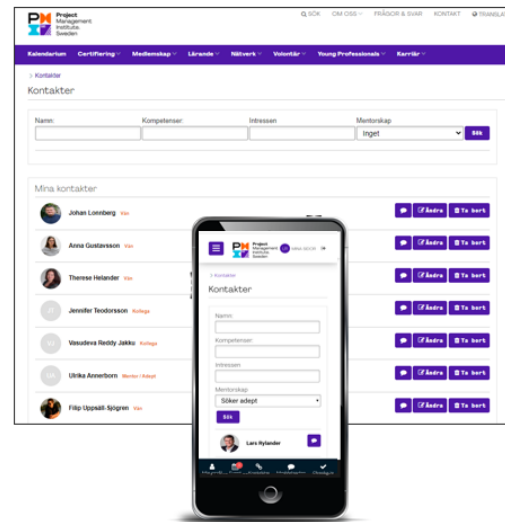
The 'Profile' page for Tommy Ljung displays contact information including Business, Email, City, and a checkbox for 'Notifications about messages'. A QR code is also present. The 'Contact request' button is highlighted, and a dropdown menu is open, showing options for Relationship (Colleague, Customer / Supplier, Friend) and Skills (Agile, Design, Problem Solving, Teamwork).

The 'Profile' page for Tommy Ljung displays contact information including Business, Email, City, and a checkbox for 'Notifications about messages'. A QR code is also present. The 'Contact request' button is highlighted, and a dropdown menu is open, showing options for Relationship (Colleague, Customer / Supplier, Friend) and Skills (Agile, Design, Problem Solving, Teamwork).

The 'Kontaktförfrågan' email template features the PMI SE logo and the text 'Du har en kontaktförfrågan från pmi-se.org'. It includes a 'Visa profil' button and contact information for the Project Management Institute Sweden Chapter, including the address, phone number, and email.

Search and manage Connections

- You may search for other registered members and non-members.
- Provided that they have chosen to make themselves available for others. Depending on their settings you will be able to see photo and contact information. You can add and remove contacts here.
- You can search for the following:
 - Name
 - Competences
 - Interests
 - Mentorship: Looking for a mentor or mentee



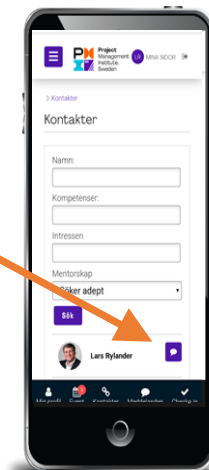
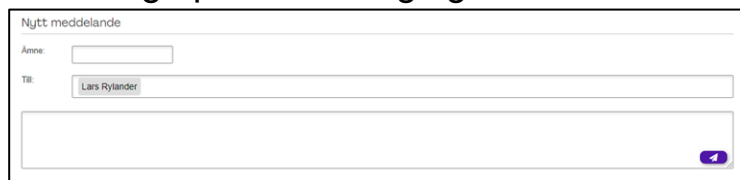
Messaging

Send messages from the search page

You may create and send messages directly from the search page. Click on the message button in the search result list to start a new conversation



This will bring up the messaging function.



Message and notifications

Keep in touch with Messaging

You may send and receive messages with your contacts.

Messages is not an email function, but more similar to the messaging functionality on other social media platforms. It works similar on all device platforms, except for the interface being slightly more limited on your smartphone.

When a message is sent, an email notification will also be sent to the email address of the recipient.

